

CITY OF
HAYWARD
HEART OF THE BAY

**Economic Development Strategic Plan
Performance Measures
Industrial Sector and Service/Retail
Industry**

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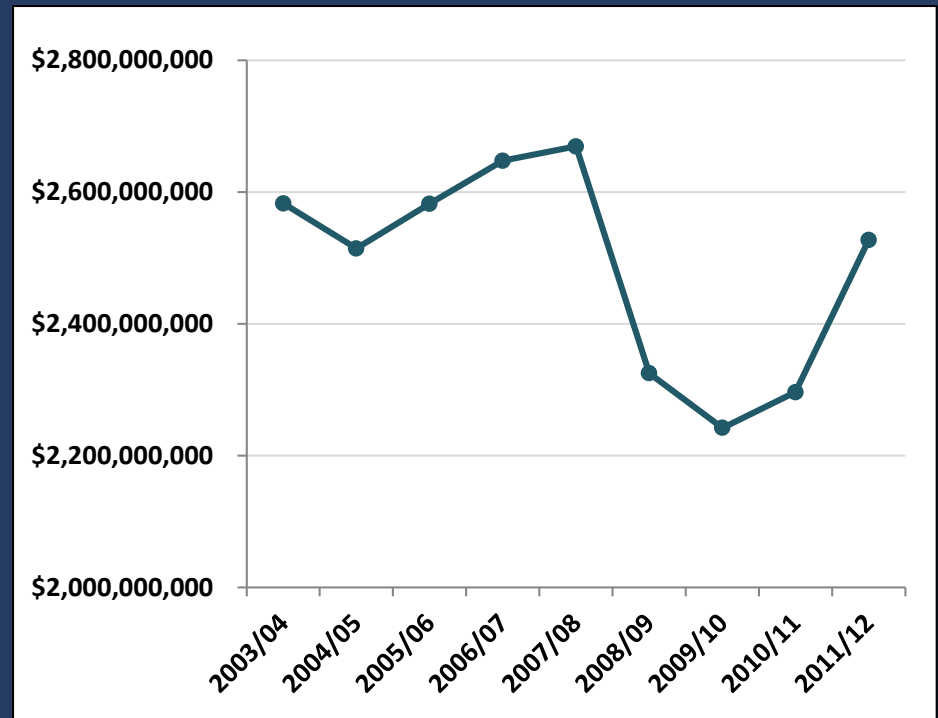


Data Highlights

Table 1

Taxable Sales Trends, 2003/04 to 2011/12 (July to June)

Annual Taxable Sales	Hayward Total	Year-Over-Year Change
2003/04	\$2,582,836,800	n/a
2004/05	\$2,514,522,800	-2.60%
2005/06	\$2,582,220,700	2.70%
2006/07	\$2,647,510,300	2.50%
2007/08	\$2,669,474,100	0.80%
2008/09	\$2,324,912,000	-12.90%
2009/10	\$2,242,071,400	-3.60%
2010/11	\$2,296,267,200	2.40%
2011/12	\$2,527,149,900	10.10%



Data Highlights

Table 2

Per Capita and Total Sales Tax Receipts, Hayward and Alameda County
(October 2011 to September 2012)

	City	Per Capita Sales Tax	Sales Tax Receipts (Oct. 11 to Sept. 12)
1	Emeryville	\$707.07	\$7,212,113
2	Dublin	\$328.46	\$15,367,200
3	Livermore	\$267.32	\$22,027,468
4	Pleasanton	\$253.42	\$18,061,272
5	San Leandro	\$241.36	\$20,769,981
6	Newark	\$203.85	\$8,773,966
7	Hayward	\$187.40	\$27,568,387
8	Fremont	\$147.07	\$32,016,289
9	Berkeley	\$132.95	\$15,265,212
10	Union City	\$116.18	\$8,207,684
11	Albany	\$115.38	\$2,133,114
12	Oakland	\$111.76	\$44,183,300
13	Alameda	\$87.32	\$6,517,397
14	Unincorporated AlCo	\$59.19	\$8,453,877
15	Piedmont	\$13.84	\$149,568



Summary of Potential New Store Attraction/Expansion Supportable by Existing Retail Leakage (2nd Quarter, 2012)

Retail Group	New Stores Supportable by Existing Leakage
Apparel Store Group	2.4
General Merchandise Group	**
Specialty Retail Group	21.4
Office Supplies/Computer Equipment	5.5
Gifts & Novelties	4.5
Sporting Goods	3.3
Florists	3.2
Jewelry	2.8
Records & Music	2.1
Food, Eating and Drinking Group	6.5
Grocery Stores	2.4
Eating Places	4.1
Building Materials and Homefurnishings Group	8.8
Furniture & Home Furnishings	5.3
Household Appliances & Electronics	3.3
Automotive Group	**

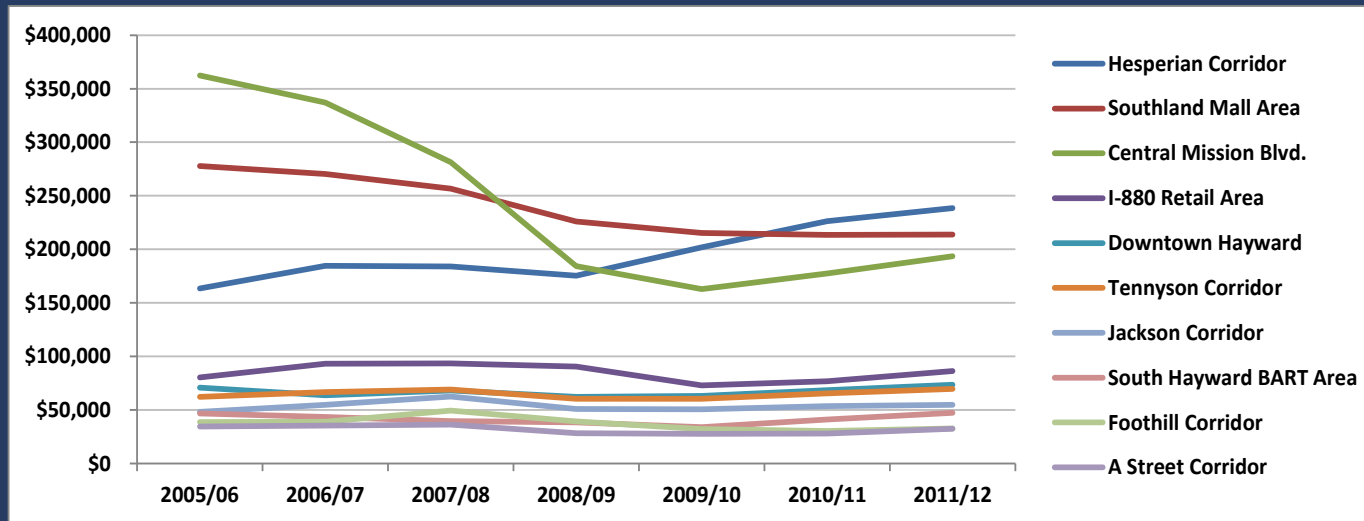


Data Highlights

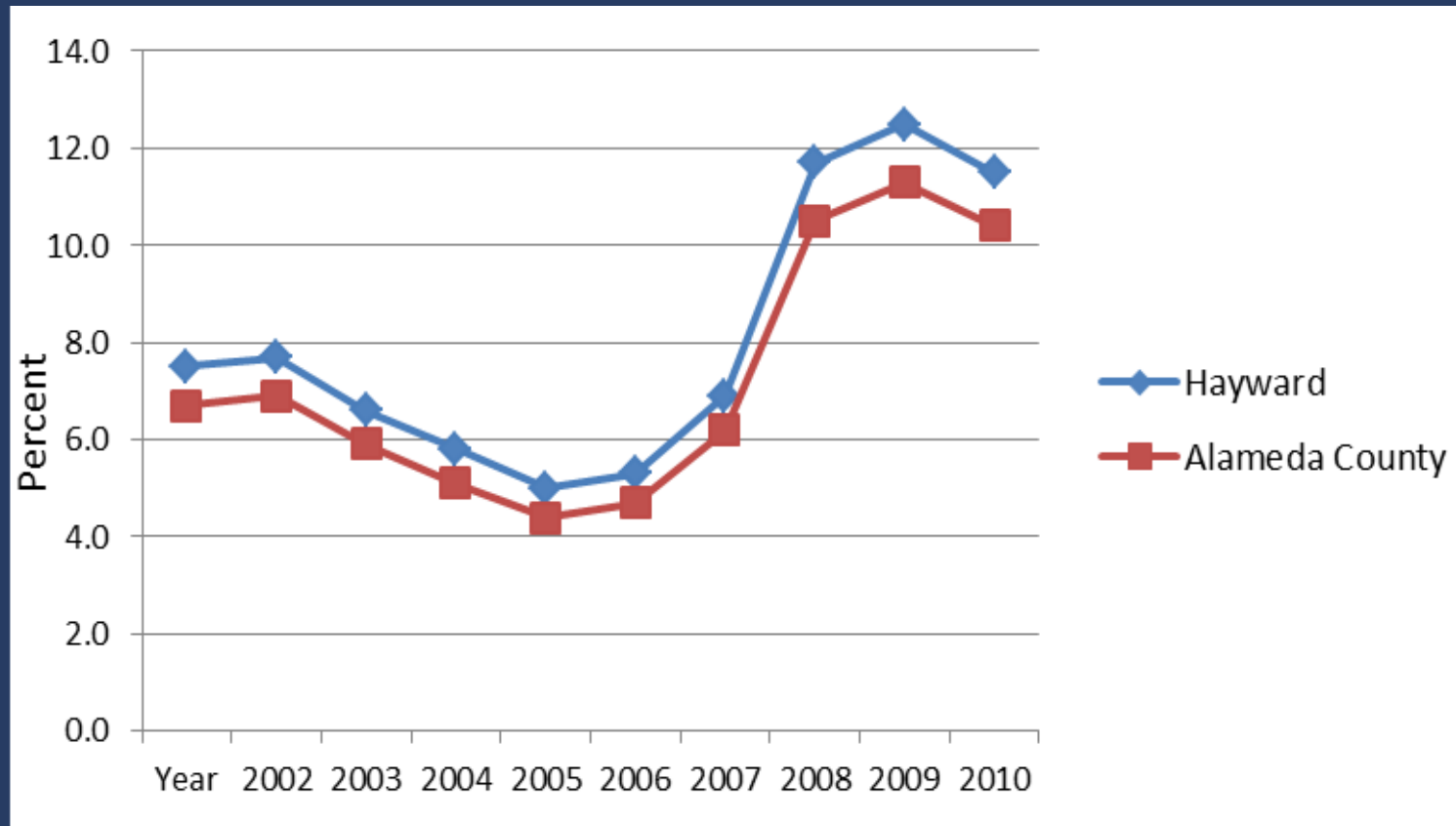
Table 4

Hayward Subarea Taxable Sales Trend, 2005/06 to 2011/12

Annual Taxable Sales by Hayward Subarea (\$1000)		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
1	Hesperian Corridor	\$163,369	\$184,589	\$183,938	\$175,314	\$201,951	\$226,378	\$238,593
2	Southland Mall Area	\$277,677	\$270,295	\$256,659	\$225,945	\$215,362	\$213,452	\$213,794
3	Central Mission Blvd.	\$362,351	\$337,039	\$281,509	\$184,348	\$162,786	\$177,445	\$193,381
4	I-880 Retail Area	\$80,221	\$93,028	\$93,378	\$90,585	\$72,889	\$76,650	\$86,214
5	Downtown Hayward	\$70,737	\$63,584	\$68,287	\$62,088	\$63,011	\$68,474	\$73,506
6	Tennyson Corridor	\$62,313	\$66,656	\$69,019	\$60,504	\$60,519	\$65,398	\$69,767
7	Jackson Corridor	\$48,133	\$54,814	\$62,418	\$50,974	\$50,534	\$53,476	\$54,811
8	South Hayward BART Area	\$46,775	\$43,344	\$39,573	\$38,437	\$33,943	\$41,121	\$47,344
9	Foothill Corridor	\$38,614	\$39,021	\$49,330	\$39,207	\$31,971	\$30,219	\$32,700
10	A Street Corridor	\$34,340	\$35,284	\$36,174	\$28,296	\$27,709	\$28,017	\$32,260



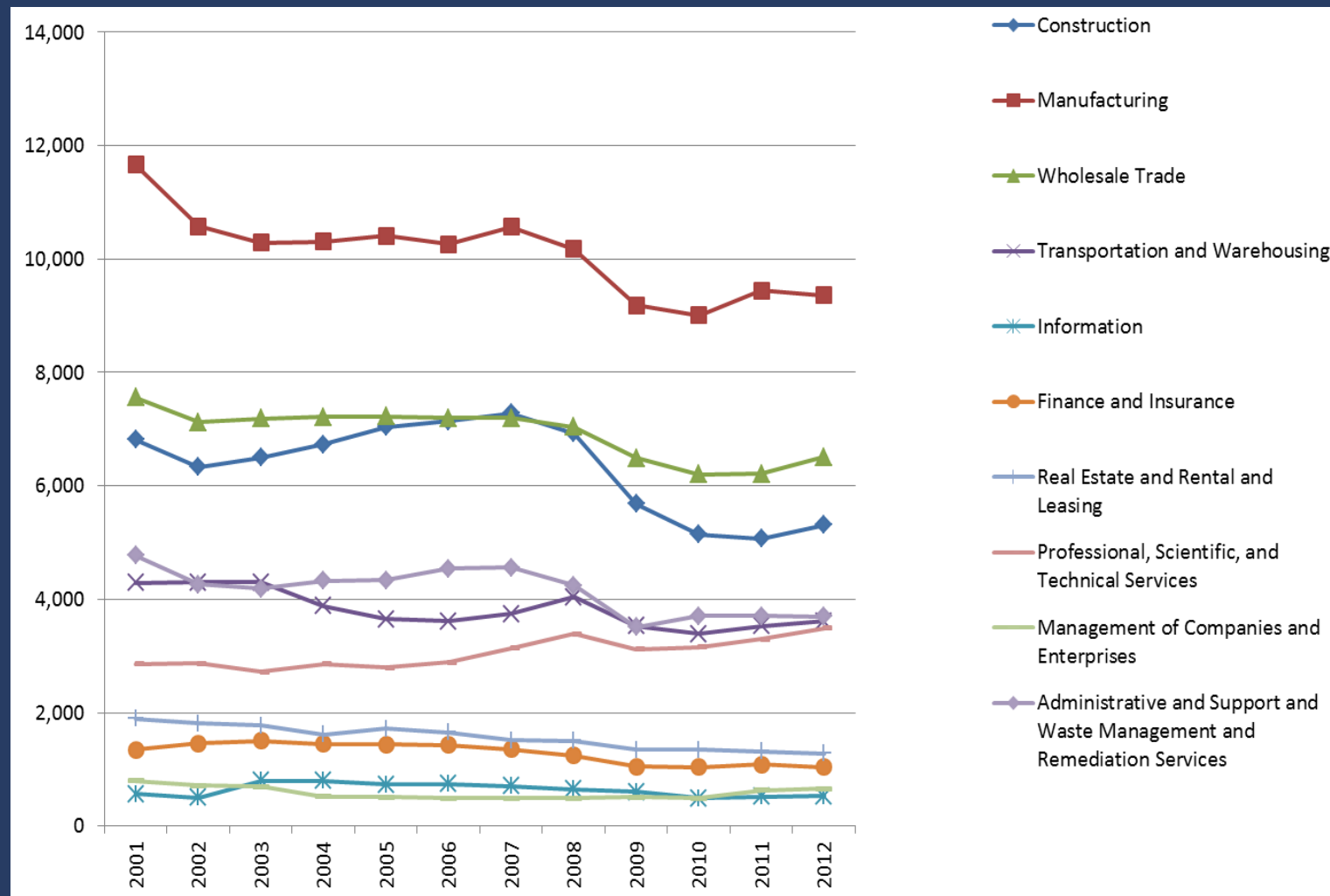
Unemployment Rates for Hayward and Alameda County



Data Highlights

Table 6

Employment Trends for Selected Industrial and Office Sectors in Hayward



City SWOT Characteristics Affecting Potential target Industries

NAICS Code	Target Industry	STRENGTHS							WEAKNESSES							OPPORTUNITIES							THREATS							
		Location (Port and Highway Proximity)	Diverse Business Base/Community	Intellectual Capital	Strong Industrial Base/Airport	Utility Infrastructure	Technical and Community Resources	Well Established/Value Community	Brand Awareness/Strategic Marketing Promotion	Perception/Image/Appearence	Leakage in Full-Service Restaurants	Communication to Outside World	Disconnect Between Universities/Colleges	Limited Recreational Amenities	Fee Structure/Costs to Do Business	Crime Rates/Homelessness/Blight	City/Downtown Branding/Marketing	Industry Cluster Developments	Reuse of Available Land	Stronger Connection with Universities/Colleges	Internet Sales/New Economy	Entertainment/Dining District/BID	Growing Service Economy	Overall Economic Conditions/Unemployment	Internet Sales/IT Development	Legislative/Redevelopment Effects	Growing Service Economy	Cost of Green Initiatives & Mandates	Homelessness	Academic Achievement/Public Schools
3113	Sugar and Confectionery Product Manufacturing																													
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing																													
3118	Bakeries and Tortilla Manufacturing																													
3119	Other Food Manufacturing																													
3254	Pharmaceutical and Medicine Manufacturing																													
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment																													
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing																													
3343	Audio and Video Equipment Manufacturing																													
3345	Navigational, Measuring, Electromedical, and Control Instruments																													
3352	Household Appliance Manufacturing																													
3369	Other Transportation Equipment Manufacturing																													
3391	Medical Equipment and Supplies Manufacturing																													
4237	Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers																													
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers																													
4244	Grocery and Related Product Merchant Wholesalers																													
4248	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers																													
5415	Computer Systems Design and Related Services																													
5417	Scientific Research and Development Services																													
6215	Medical and Diagnostic Laboratories																													

Updates to Performance Measures

Foundational Measures

Previously	Updated to (includes target)	Baseline
X% increase in sales tax	An annual sales tax growth above the sum of population growth and inflation	\$25,777,000 in FY 2012
X% increase in the number of businesses (licenses)	An annual increase in the number of business licenses that is half of the increase in the labor force	Data available through Revenue, new staff will establish baseline during first year (3,647 in 2010)
X% increase in commercial, office, and industrial occupancies	95% occupancy rate of non-residential space	Measure baseline during first year
X% increase in commercial, office and industrial rents	Remove	
X% increase in property tax, both commercial and residential	5% annual increase in property tax, both commercial and residential	\$35,960,000 in FY 2012
X% increase in the number of good-paying, quality jobs	An annual increase in the jobs that meet or exceed Hayward's living wage equal to the increase in the labor force	Measure baseline during first year
X% increase in the employment rate of Hayward residents	The employment rate increases year over year	91.6% in November, 2012 ¹

¹ Source: Bureau of Labor Statistics



Updates to Performance Measures

Themes for both Industrial Sector and Service/Retail Industry

- Retain 90% of the top 25 industrial/retail employers year-to-year
- Retain 90% of the top 25 industrial/retail sales tax generators year-to-year
- Maintain an annual increase in gross revenue, jobs, and number of businesses *equal to Bay Area wide growth*, by industry/retail category
- *Year over year* decrease in crime and external code violations in the industrial areas
- 95% occupancy rate of industrial/retail sites



Updates to Performance Measures

Themes for the Service/Retail Industry

- Sales tax in the downtown grows at a higher rate than the citywide sales tax
- Close sales tax leakage year over year in each retail category

